2004 – 2005

Saskatchewan
Provincial Budget

Performance Plan

Minister's Message

It is my pleasure to present the Corporate Human Resource Plan for the Government of Saskatchewan for 2004-05 and beyond.

Developing and maintaining a strong public service is a priority for Saskatchewan. By having the right people in the right jobs at the right time, the Government is able to provide excellence in policies, programs and services for the people of this Province.

The Corporate Human Resource Plan focuses on recruitment, retention and diversity for the public service. This plan, co-ordinated by the Public Service Commission (PSC), integrates human resource actions planned by all departments, and supports department performance plans to help them achieve their goals and objectives.

The Plan promotes public service renewal through succession planning, youth and diversity initiatives. It also supports organizational health by working with public service unions, and by taking action on issues arising from the *2003 Employee Survey.* Finally, the Plan promotes performance management through the new Planning for Success system.

The Corporate Human Resource Plan is an interdepartmental initiative, with accountability shared between the PSC and departments. The PSC is committed to working with departments to implement the Plan and to ensure human resource systems can meet the changing needs of the public service. We look forward to reporting on progress in July 2005, as we continue to work to provide effective service to the people of Saskatchewan, now and into the future.

Pat Atkinson

Pat Atkinson
Minister Responsible
for the Public Service Commission

Who We Are

Employees in the Saskatchewan public service provide quality service to the people of the Province. From pasture operators to corrections workers, policy analysts to lab clerks, mining engineers to accountants, our employees are a critical resource to ensure the Government achieves its strategic goals and objectives.

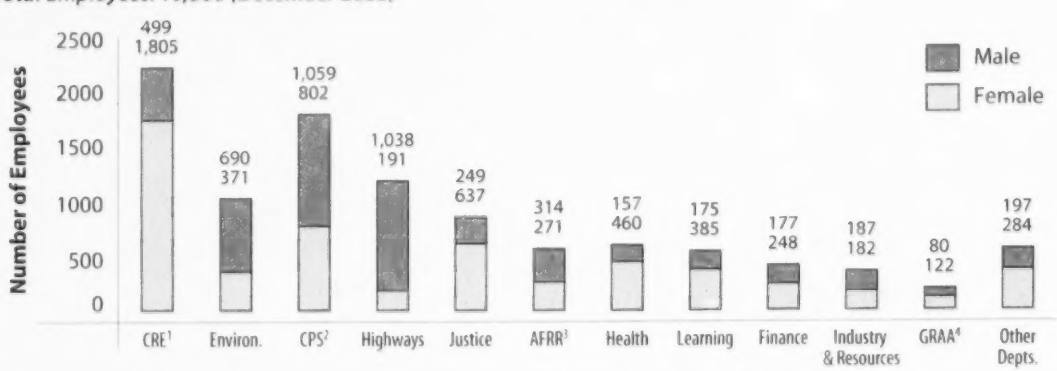
Among their many roles, Government employees:

- operate heavy equipment to maintain roads in the summer and ensure highways are clear of ice and snow in the winter;
- fight forest fires and educate the public about preventing wild land fires;
- conduct intensive home studies for prospective adoptive parents, facilitate adoption placements and provide post-placement support and adoption finalization;
- assess an individual's financial needs and determine eligibility for income assistance;
- develop Government policy and programs in a wide variety of areas such as environmental protection, health, intergovernmental relations, agriculture, and public safety;
- administer computer networks, process and monitor financial transactions, and develop communication tools; and
- work with government and third party partners to ensure effective consultation, analysis and service delivery.

There are more than 10,000 people working in permanent full-time, permanent part-time, term and labour service positions in 17 departments. In summer months, seasonal employees bring this number up to more than 12,000 people.

NUMBER OF EMPLOYEES BY DEPARTMENT

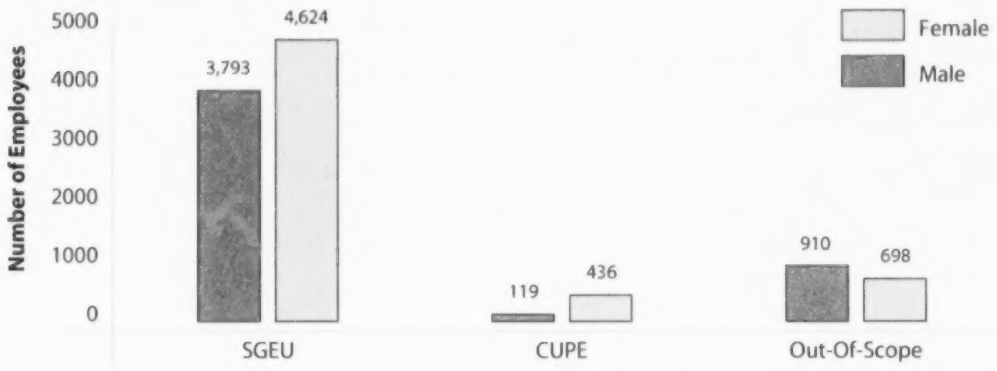
Total Employees: 10,580 (December 2003)



[1] *Community Resources and Employment*
[2] *Corrections and Public Safety*
[3] *Agriculture, Food and Rural Revitalization*
[4] *Government Relations and Aboriginal Affairs*

The majority of the employees are unionized, and belong to the Saskatchewan Government and General Employees' Union (SGEU) and the Canadian Union of Public Employees (CUPE). The rest are out-of-scope employees and are excluded from either union.

BREAKDOWN BY SCOPE
All Employees (December 2003)



Our vision is that the Saskatchewan public service is recognized as a leader in public sector management and policy and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

To accomplish our vision, the public service must have the right people in the right jobs at the right time, now and in the future. The Corporate Human Resource Plan, an interdepartmental initiative with shared accountability between the PSC and departments, identifies goals and objectives to achieve this end.

The PSC is the independent agency mandated to provide leadership and policy direction for human resource functions in the public service, including the development of the Corporate Human Resource Plan. The Commission either directly delivers or collaborates with the departments and agencies of the Government in the delivery of a wide range of human resource services for the public service.

For more information about the Corporate Human Resource Plan, the Saskatchewan public service or the PSC, please visit www.gov.sk.ca/psc.

Plan at a Glance

The Corporate Human Resource Plan, introduced in 2003-04, is a multi-year plan that outlines the Government's strategic human resource direction for the future.

2004-05 marks the second year that the goals, objectives and actions of the Plan have been reported. The Plan will continue to develop and change as key actions are implemented and results are achieved.

Key actions from the Corporate Human Resource Plan outlined in this performance plan relate to the 2004-05 fiscal year only. The PSC will report on actual results compared to planned progress in the 2004-05 Annual Report.

Departments and the PSC share accountability to ensure actions in the Corporate Human Resource Plan are carried out and objectives are met. The PSC is accountable for:

- leading the development of the Plan;
- coordinating government-wide human resource actions;
- ensuring alignment of activities with government-wide priorities; and
- establishing measures, evaluating and reporting on actions under the Plan.

Departments are accountable for:

- partnering with the PSC to develop the Corporate Human Resource Plan;
- completing key actions outlined in the Corporate Human Resource Plan;
- providing progress reports to the PSC on actions under the Plan; and
- supporting government-wide human resource priorities.

As well, human resource management initiatives and outcomes are significantly influenced by the actions of public service managers and human resource professionals throughout the public service. Public service unions also take an active interest in human resource management.

This section includes goals and objectives outlined in the Corporate Human Resource Plan for 2004-05, as well as selected performance measures that will assist in determining progress in achieving these goals.

VISION FOR THE SASKATCHEWAN PUBLIC SERVICE

The Saskatchewan public service is recognized as a leader in public sector management and policy and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

GOAL #1

The Saskatchewan public service has talented, innovative and dedicated employees

OBJECTIVE 1 – *The public service attracts and retains high quality employees*

Performance Measures:

- Number of student work experience placements
- Employee separation rate
- Retention rate of new employees

OBJECTIVE 2 - *Continuity of knowledge and skills in key positions*

Performance Measure:

- Percentage of identified key positions hiring internal succession candidates

GOAL #2

The Saskatchewan public service has a healthy, productive and collaborative work environment

OBJECTIVE 1 - *Increased leadership and management capabilities*

Performance Measure:

- Percentage of employees who feel their direct supervisor is effective

OBJECTIVE 2 - *Constructive and co-operative employee relations*

Performance Measure:

- Percentage of employees who feel mechanisms exist to deal with their concerns

OBJECTIVE 3 - *Enhanced support for learning, effective employee performance, accountability and organizational health*

Performance Measures:

- Percentage of employees who feel able to access and use work/life balance policies
- Percentage of employees who feel supported in their performance
- Percentage of employees who understand the relationship of their job to department goals

OBJECTIVE 4 - *Improved effectiveness and efficiency of human resource management systems, practices and processes*

Performance Measures:

- Percentage of human resource expense to overall operating budget
- Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management
- Time to fill a permanent full-time vacant position
- Time to complete a classification

GOAL #3

The Saskatchewan public service has a diverse workforce

OBJECTIVE 1 - *An increasingly representative workforce at all levels of the organization*

Performance Measures:

- Percentage of representation by employment equity group
- Separation rates by employment equity group

OBJECTIVE 2 - *Increased attraction and retention of youth*

Performance Measures:

- Percentage of permanent full-time public service employees under 30 years of age
- Percentage of youth hired within the public service
- Retention rate of youth within the Government

OBJECTIVE 3 - *Improved organizational culture to support diversity*

Performance Measure:

- Percentage of employees who feel the organizational culture supports workplace diversity

2004-05 Financial Overview

2004-05 ESTIMATES	*(in thousands of dollars)*
Administration	$ 1,430
Accommodation and Central Services	735
Human Resource Information Services	1,250
Employee Relations	1,517
Aboriginal Management and Professional Internship Program	623
Human Resource Development	2,655
Total Appropriation	$ 8,210
Capital Acquisitions	-
Amortization	141
Total Expense	$ 8,351
Public Service Commission FTE's	117.9

While responsibility for the Corporate Human Resource Plan is shared with departments, this appropriation represents the PSC only. The majority of PSC activity and expenditures are directly related to the operational, legislated requirements under *The Public Service Act, 1998.* These requirements include: maintaining an independent and professional public service; recruiting and selecting employees; developing, establishing and maintaining classification plans; providing direction, advice or assistance to departments in the application of human resource management policies, standards, regulations and procedures; establishing and maintaining a human resource management information system; co-ordinating the development and implementation of workplace diversity policies and programs; and maintaining a harmonious relationship between the Government of Saskatchewan, its employees and the unions.

The remainder of the expenditures is more directly linked to the goals, objectives and key actions identified in the Corporate Human Resource Plan.

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The Corporate Human Resource Plan is an inter-departmental plan with shared accountability between the PSC and departments. Departmental actions are critical to the achievement of the goals and objectives and their respective resources are allocated through their departmental budgets.

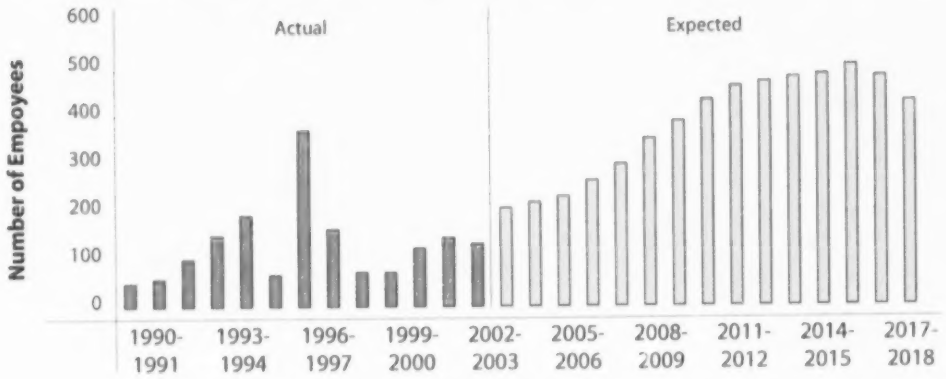
Trends and Issues

A number of trends and issues influence the Government's ability to ensure the public service can continue to deliver strong policy, programs and services to the people of Saskatchewan.

DEMOGRAPHIC IMPERATIVE

Demographics pose a challenge for the Saskatchewan public service. The average age of public servants is steadily climbing. As per *Trends, Patterns, and Possibilities, Demographic Characteristics of the Saskatchewan Public Service, October 2003*, one quarter (2,300 employees) of the permanent full-time and part-time staff are expected to retire by 2010, but the peak of retirement among staff will occur from 2011 to 2016 when the numbers of retirements will near 500 per year.

ACTUAL AND EXPECTED RETIREMENTS - CURRENT PERMANENT EMPLOYEES



Source: Trends, Patterns, and Possibilities, Demographic Characteristics of the Saskatchewan Public Service, October 2003.

In addition, there is a noticeable shortage of youth in the public service. As of March 31, 2003, only 4.7 per cent of permanent full-time employees and 12 per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30.

At the same time, the Aboriginal population in the Province continues to grow. A key success factor for the Saskatchewan public service is to increase the workforce participation rate of Aboriginal people.

Strategies need to focus on recruitment and retention, succession management, and promoting the public service as an employer of choice.

INVESTMENT IN LEARNING AND DEVELOPMENT

Investment in learning and development is an integral part of succession management and the preparation of employees for future challenges.

Based on Conference Board of Canada 2001 research, the average expenditure for training and development in Canadian organizations is 1.8 per cent of total payroll. (Note – Conference Board of Canada averages are used by organizations as benchmarks to assess their own figures.)

As of March 2003, the Government of Saskatchewan spends less than 0.5 per cent of total payroll on training and development.

MODERN HUMAN RESOURCE MANAGEMENT

Public and private sector human resource systems are increasingly being scrutinized to better integrate with business strategy and support its achievement. This integration will require human resources to increase their strategic capability, accountability, and create efficiencies made possible through technology and streamlining processes. The current human resource system requires review and evaluation to ensure this alignment.

WORKPLACE DIVERSITY

The Saskatchewan population is diverse in many ways. The public service is accountable to the public and must reflect this diversity at all levels. Steps must be taken to ensure the under-represented groups as identified by the Saskatchewan Human Rights Commission are fully represented at all levels of the Government.

These groups include Aboriginal people, persons with disabilities, members of visible minority groups, women in senior management, women in middle management and other management positions.

Changes from 2003-04 Performance Plan

The goals outlined in the Corporate Human Resource Plan 2004-05 remain largely unchanged, apart from changes to objectives listed under Goal 2 "The Saskatchewan public service has a healthy, productive, and collaborative work environment."

The objective "Increased commitment to work/life balance" has been deleted and integrated into a revised objective that seeks "Enhanced support for learning, effective employee performance, accountability and organizational health".

The removal of "Increase commitment to work/life balance" does not change the strategic intent of the overall Plan. While the Saskatchewan public service remains committed to ensuring effective work/life balance policies and practices are in place, this is an area where success has been achieved. The *2003 Employee Survey* results indicate that with respect to work/life balance opportunities and availability, the Saskatchewan public service is significantly above the public sector norm.

The work/life balance objective also had two performance measures associated with it. The performance measure "Percentage of employees who are aware of work/life balance policies" was deleted. The other performance measure "Percentage of employees who feel able to access and use work/life balance policies" is a better indicator of the effectiveness and commitment of the policies.

Goals, Objectives, Actions and Measures

This section presents the detailed Corporate Human Resource Plan for 2004-05. Under each goal, a series of objectives have been established that define the key outcomes that will lead us towards the broader goal. For each objective, a set of key actions have been identified for both the PSC and departments. To assess whether we make progress in achieving our objectives over time, performance measures have been developed for each objective.

GOAL #1

The Saskatchewan public service has talented, innovative and dedicated employees

OBJECTIVE 1 *- The public service attracts and retains high quality employees*

The Saskatchewan public service faces a significant challenge given the demographic profile of the public service, decreasing availability of a qualified labour pool and the negative perception of the public service as a career choice.

This objective addresses the imperative that the Government of Saskatchewan is able to attract and retain high quality employees. The public service will have to ensure that the workplace is attractive for those who are already serving the public, as well as for those who will enter the public service in the future.

Multi-faceted strategies are required, including promoting the public service to appropriate audiences and offering positive work experiences.

Key Actions

Public Service Commission

- Implement and review employment policies and practices to support the attraction and retention of high quality employees
  - ~ Enhance partnerships with schools, universities, SIAST and other educational institutions
  - ~ Develop targeted recruitment strategies for hard-to-recruit positions common to all Government departments
  - ~ Improve promotion of careers in the public service
  - ~ Evaluate the competency model used within the staffing process and initiate appropriate changes as required

- Implement a graduate level internship program in partnership with the University of Regina Faculty of Administration
- Create and implement a marketing strategy to attract and retain specific segments of the labour market
- Implement the full capacity of the On-line Career Centre (www.careers.gov.sk.ca)

Departments

- Develop recruitment and retention plans for department-specific hard-to-recruit occupations
  - Establish relationships with educational institutions, specifically related to hard-to-recruit, department-specific occupations
- Use the On-line Career Centre (including the Inventory) for recruitment and selection (www.careers.gov.sk.ca)

What are we measuring?	**Where are we starting from?**
Number of student work experience placements	757 student work experience placements *[March 31, 2003, latest available data]*

This measures the number of summer, co-op and Centennial Student Employment Program students employed in the public service. The public service is seeking to increase the awareness of careers in the public service by providing employment opportunities for students. A key factor that affects this measure is the financial resources allocated to departments for student placements.

What are we measuring?	**Where are we starting from?**
Employee separation rate	4.2% *[March 31, 2003, latest available data]*

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons) also play a role.

What are we measuring?	Where are we starting from?
Retention rate of new employees	83% *[March 31, 2002, latest available data]*

This measure shows the rate at which the public service is able to retain new employees over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and process, organizational culture, and leadership qualities within the public service. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons) also play a role.

***OBJECTIVE 2** - Continuity of knowledge and skills in key positions*

Based on the current average age of retirement, approximately 2,300 Saskatchewan public servants are expected to retire by 2010. The average age of the public service is 44.1 years. There are, on average, only about two to three years of age separating the supervisory group from senior managers and the executive cadre. This will result in years of experience and knowledge leaving the public service. Retaining and sharing the knowledge and expertise residing in long-term employees requires effective succession and knowledge management.

Key Actions

Public Service Commission

- Oversee the implementation of the government-wide Succession Management Framework
- Research knowledge management and develop strategies for government-wide needs
- Develop and implement an executive succession program

Departments

- Implement the government-wide Succession Management Framework
  - Identify, develop and implement succession plans for identified key positions

What are we measuring?	Where are we starting from?
Percentage of identified key positions hiring internal succession candidates	Under development in 2004-05

This measures the effectiveness of succession management within the public service. The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

GOAL #2

The Saskatchewan public service has a healthy, productive and collaborative work environment

OBJECTIVE 1 *- Increased leadership and management capabilities*

Increased numbers of retirements over the next decade will have an impact on senior and middle managers and will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled from within the public service, it is critical to develop employees to fill the gap when managers retire. Along with the changing nature of work, management competencies have also evolved. It is critical within the Government to support the new roles and responsibilities of managers based on these competencies.

In the February 2003, Saskatchewan public service employee survey, employees identified the need to improve management and supervisory skills in the public service.

Key Actions

Public Service Commission

- Develop and implement strategies to address the challenges of recruitment, retention and development of senior management
  - ~ Investigate the establishment of a Saskatchewan Leadership Centre for management development
  - ~ Identify learning needs for senior managers
  - ~ Coordinate the delivery of learning initiatives that address government-wide training needs, e.g., performance management, management/supervisory training.

Departments

- Continue to ensure learning and development plans are in place for all managers through the implementation of Planning for Success, the redesigned performance management system for out-of-scope employees
- Implement initiatives to address the needs identified through managers' learning and development plans

What are we measuring?	Where are we starting from?
Percentage of employees who feel their direct supervisor is effective	Favourable 54%, Neutral 25%, and Unfavourable 21% *[February 2003; latest available data]*

This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure.

OBJECTIVE 2 - *Constructive and co-operative employee relations*

The Government wishes to maintain a positive relationship with its employees and their unions. A healthy relationship among management, Government employees, and public service unions will contribute to a positive work environment.

Key Actions

Public Service Commission

- Build capacity to develop and maintain collaborative relationships with employees and their collective bargaining agents
  - ~ Provide leadership and training to Union/Management Committees
  - ~ As a follow-up on the UMC Survey Results, pursue amendments to co-operative/ collaborative processes resulting from the Central Union/Management Committee's direction and/or as the result of collective bargaining
- Negotiate and implement collective bargaining agreements, amendments and revisions

Departments

- Conduct regular meetings of the departmental Union/Management Committee
- Build capacity to develop and maintain collaborative and effective relationships with employees and their collective bargaining agents
  - ~ Implement recommendations arising from the Union Management Committee Review
- Implement collective bargaining agreement amendments and revisions

What are we measuring?

Percentage of employees who feel mechanisms exist to deal with their concerns

Where are we starting from?

Favourable 47%, Neutral 29%, and Unfavourable 24%

[February 2003: latest available data]

This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Avenues to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers also play a large role in educating employees about these processes.

OBJECTIVE 3 - *Enhanced support for learning, effective employee performance, accountability and organizational health*

With our demographic challenge and fiscal restraint it will be important to ensure we have the right people in the right jobs at the right time to achieve effective organizational performance. Therefore, employee learning, development and accountability will be critical to our success. Through the implementation of continuous learning, rewards and accountability strategies, the organization will be successful.

Key Actions

Public Service Commission

- Develop and implement a redesigned performance management system (Planning for Success) in conjunction with redesigning the classification and compensation plan for out-of-scope employees
- Implement the approved recommendations from the *Learning and Development Report (2003)*
- Maintain and monitor the on-line training for privacy of information
- Monitor programs and policies, including employee recognition, work/life balance and anti-harassment

Departments

- Continue staged implementation of the redesigned performance management system (Planning for Success) and the classification and compensation plan for out-of-scope employees
- Maintain and monitor the employee recognition program, work/life balance and anti-harassment policies
- Ensure all employees have learning and development plans

- Provide information and support to managers and employees on the policies and practices that support a safe and healthy work environment, e.g., respectful workplace training, work/life balance, anti-harassment, and Occupational Health and Safety policies
- Ensure all employees have access to information and are aware of the applicable legislation and policies of the privacy of personal information

What are we measuring?

Percentage of employees who feel able to access and use work/life balance policies

Where are we starting from?

Favourable 73%, Neutral 13%, and Unfavourable 14%

[February 2003; latest available data]

This measures employees' views of the level of organizational support for work/life balance. This commitment is essential to develop a corporate culture that supports work/life balance. Management must support and provide opportunities for employees to access and use work/life balance policies but they also need to balance operational activities of the employer.

What are we measuring?

Percentage of employees who feel supported in their performance

Where are we starting from?

Favourable 45%, Neutral 27%, and Unfavourable 28%

[February 2003; latest available data]

This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. If employees are provided with clear expectations and receive constructive feedback, on-the-job performance should improve. Human resource staff support managers, who in turn support employees. Therefore, both managers and human resource staff share a high level of influence on this measure.

What are we measuring?

Percentage of employees who understand the relationship of their job to department goals

Where are we starting from?

Favourable 70%, Neutral 20%, and Unfavourable 10%

[February 2003; latest available data]

This measures employees' understanding of the link between department strategic goals and the role they play in achieving these goals. Managers have a high level of influence on ensuring the employees have access to information and are aware of departmental goals and how they link to their work unit. Employees also have a responsibility to ensure they understand the link between departmental and individual goals.

OBJECTIVE 4 - *Improved effectiveness and efficiency of human resource management systems, practices and processes*

This objective highlights the importance of having effective and efficient systems and processes underlying the human resource function, and of roles and responsibilities regarding human resource management being clear and understood. There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of processes.

Key Actions

Public Service Commission

- Implement the approved recommendations from the *HR Services Review*
- Monitor and evaluate HR functions to ensure department compliance with policies and standards, beginning with staffing and classification
- Continue implementation of MIDAS HR – Phase 3 (Base HR)
- Improve HR information consistency and accuracy, to support management decision making
- Implement actions to address the government-wide needs and issues identified through the *2003 Employee Survey* by providing support to departments

Departments

- Implement the approved recommendations from the *HR Services Review*
- Implement the recommendations from the staffing and classification compliance reports
- Continue implementation of MIDAS HR – Phase 3 (Base HR)
- Implement actions to address department needs and issues identified through the *2003 Employee Survey*

What are we measuring?	**Where are we starting from?**
Percentage of human resource expense to overall operating budget	1.25% of total operating budget *[March 31, 2002; latest available data]*

This measure indicates the percentage of the Government's operating expense attributed to the cost of operating the human resource function. It is valuable to analyze how human resource costs are changing over time as a percentage of total operating budget. Human resource expenditures include salary and benefit costs of the standard human resource functions, facility costs, equipment and communications expense, and external costs to deliver human resources. The total operating budget is the total operating expenditures of the Government minus third party transfers. Management and human resources have a high influence on this measure.

What are we measuring?	Where are we starting from?
Time to fill a permanent full-time vacant position	88 days *[March 31, 2003; latest available data]*

This measures the average number of calendar days it takes to fill a permanent full-time vacant position. The time is defined as the total time elapsed from the date a job competition is received within the Staffing Services Branch until completed. This measure is an important indicator of the efficiency of the staffing function. The time in the staffing process is directly affected by a number of provisions in the collective bargaining agreement, PSC processes, and influenced by the availability of participants' time in the process.

What are we measuring?	Where are we starting from?
Time to complete a classification	Encumbered 72 days, New/Vacant 26 days *[March 31, 2003; latest available data]*

This measures the average number of calendar days it takes to complete classifications for encumbered and new/vacant positions. The time is measured from the date a classification action is received in Classification Services to the date the review is completed, minus time elapsed for files put on hold by the department for various reasons. The time to complete a classification is directly influenced by the availability of participants' time in the process, as well as by PSC processes.

What are we measuring?	Where are we starting from?
Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management	Favourable 37%, Neutral 34%, and Unfavourable 29% *[February 2003; latest available data]*

This measures employee satisfaction with systems, practices and processes of human resource management. The human resource functions in both the PSC and departments have a high level of influence in establishing human resource management practices. However, management influences this measure through the use of human resource policies, practices, and processes in managing employees.

GOAL #3

The Saskatchewan public service has a diverse workforce

***OBJECTIVE 1** - An increasingly representative workforce at all levels of the organization*

There is a compelling business case for organizations to achieve a representative workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the province.

Benefits of a diverse workforce include:

- greater creativity and innovation
- greater understanding of cultural issues
- greater ability to relate to clients
- greater diversity of approaches and opinions

Key Actions

Public Service Commission

- Continue the Aboriginal Management and Professional Internship Program by hiring up to five interns
- Continue the implementation of the Aboriginal Speakers Bureau by providing presentations on *Staying in School* to Grade 7 to 9 students that attend First Nation Band schools
- Pursue amendments to the collective bargaining agreements which enhance employment opportunities for employment equity group employees
- Review and develop policies to ensure there are no hidden barriers for employment equity group members
- Implement recruitment initiatives to attract employment equity group candidates
  - ~ Support the First Nations University of Canada's Co-op program
  - ~ Use the Career Centre Inventory to search for employment equity candidates
  - ~ Evaluate the pilot recruitment initiative for persons with disabilities and develop follow-up recommendations
  - ~ Advertise specific jobs and career information in employment equity group publications

Departments

- Develop and implement annual workplace diversity plans as per the *Diversity Guidelines*

What are we measuring?

Percentage of representation by employment equity group

Where are we starting from?

Aboriginal persons: 10.2%
Persons with disabilities: 3.0%
Members of visible minority groups: 2.3%
Women in management (out-of-scope): 34.7%
Women in senior management: Not available*
Women in middle management and other management positions: Not available*
[March 31, 2003]

* *The method of calculating the representation of women has been revised beginning in 2004-05.*

This measure addresses attraction and retention of employment equity group members. Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

What are we measuring?

Group rates by employment equity group

Where are we starting from?

Aboriginal persons: 5.7%
Persons with disabilities: 9.3%
Members of visible minority groups: 6.1%
Women in senior management: Not available*
Women in middle management and other managers: Not available*
[March 31, 2003]*

* *The method of calculating separation rates has been revised and new baselines have been established as of March 31, 2003.*

This measure shows the percentage of permanent full-time employment equity group employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons) also play a role.

OBJECTIVE 2 - *Increased attraction and retention of youth*

It is critical to succession management and the ongoing delivery of services that the public service has a greater youth representation. As of March 31, 2003, only 4.7 per cent of permanent, full-time employees and 12 per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30. The shortage of youth in the public service requires targeted recruitment initiatives.

Key Actions

Public Service Commission

- Continue the development of the New Professionals' Network
- Pursue amendments to the collective bargaining agreement to remove impediments and enhance youth employment in the public service
- Create and implement government-wide recruitment and marketing initiatives to attract and retain youth

Departments

- Create and implement department-specific recruitment and marketing initiatives to attract youth

What are we measuring?	**Where are we starting from?**
Percentage of permanent full-time public service employees under 30 years of age	4.7% of permanent full-time employees were under age 30 *[March 31, 2003, latest available data]*

The level of youth representation is a reflection of the Government's ability to attract and retain youth within full-time, permanent jobs. Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

What are we measuring?	**Where are we starting from?**
Retention rate of youth (under age 30) within the Government	70% of youth were retained *[March 31, 2002, latest available data]*

This measure shows the rate at which the public service is able to retain youth over a four-year period. The retention rate provides insight into the quality of HR policies, practices, and process, organizational culture, and leadership qualities within the public service. Managers and

management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons) also play a role.

What are we measuring?

Percentage of youth (under age 30) hired within the public service

Where are we starting from?

25% of permanent full-time employees hired within the public service were youth
[March 31, 2003, latest available data]

This measures the percentage of youth hired within the public service for the year ending March 31, 2003. A new hire is defined as anyone who has no previous service with the public service or has had a break in service, 180 calendar days or greater. Hiring youth will assist in rejuvenating the public service. Managers have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply and seniority provisions in the collective bargaining agreements.

OBJECTIVE 3 - *Improved organizational culture to support diversity*

A work culture that supports diversity is critical to the retention of employees, particularly those from employment equity groups. The values, beliefs and behaviors of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

Key Actions

Public Service Commission

- Identify corporate diversity learning needs from employee learning plans

Departments

- Deliver diversity training (e.g., Aboriginal Cultural Awareness, Managing Diversity) to create a workplace culture that supports diversity
- Ensure employees are aware and have access to diversity educational materials

What are we measuring?

Percentage of employees who feel the organizational culture supports workplace diversity

Where are we starting from?

Favourable 61%, Neutral 22%, and Unfavourable 17%

[February 2003; latest available data]

This is a measure of employees' perceptions of organizational support for diversity. Human resources provide educational material and coach managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity.

Where to Obtain Additional Information

For further information about the Corporate Human Resource Plan, please visit www.gov.sk.ca/psc.

If you have questions or comments, or would like additional copies of the performance plan, we invite you to call: (306) 787-7592.

Or contact us:

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